



## Purpose & Summary

This report serves to give an update of progress on the initiatives supporting the Department of Corrections (DOC) strategic plan. We will continue to conduct periodic reviews to make sure the projects are progressing as anticipated, and our resources are being used effectively. The information provided in this report is based on tracking the progress of each initiative against their project milestones. We have included charts and tables to highlight the progress and distribution of the initiatives.

As of June 30, 2021, end of FY2021:

- This is the final report for FY2021.
- Fifty nine percent (59%) of the 27 FY2021 initiatives have completed the recommendation phase and are in preparation for implementation.
- For more on the status of the FY2021 initiatives, see **Appendix I**.
- FY2022 will focus on a new set of initiatives, see **Appendix II**.

## Statistics & Analysis

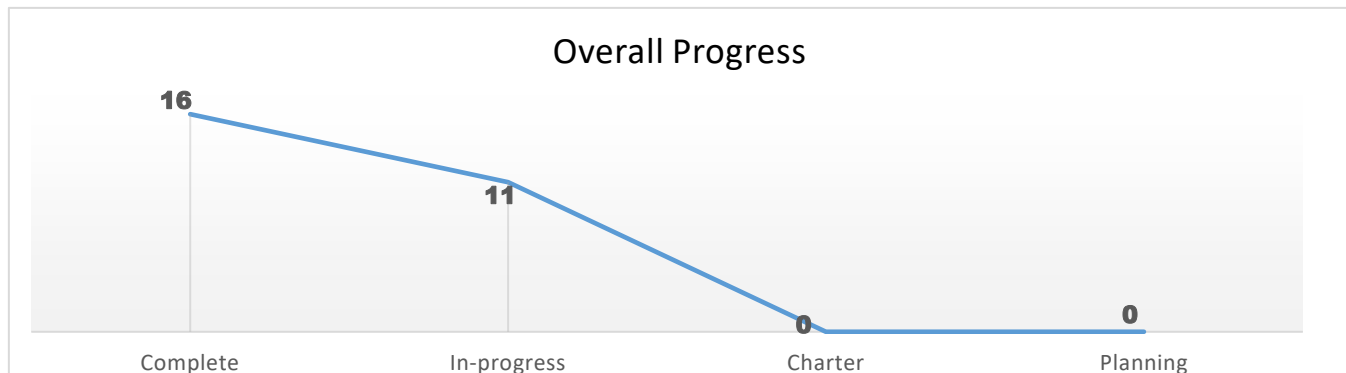
The 27 initiatives for focus in FY2021 are divided among the placemat themes as follows: 10 under safer work environment, 11 under improving workforce, and six (6) are under reducing risk and recidivism. The table below shows how they are progressing by theme. The initiatives in the complete phase increased by 75% and 34% under the safer work environment and the reducing risk and reducing themes respectively, from May to June. All initiatives are chartered and moving towards implementation.

**Table 1: FY21 Progress of Strategic Plan Projects by Theme**

	Initiative Status			
Placemat Themes	Complete	In-progress	Charter	Planning
Safer Work Environment (10)	70%	30%	0%	0%
Improving Workforce (11)	45%	55%	0%	0%
Reducing Risk & Recidivism (6)	67%	33%	0%	0%



**Figure 1: Progress of Strategic Plan Initiatives by Status**



The 27 division led projects are currently in the following statuses: 16 are complete (59%), 11 are in-progress (41%).

**Table 2: Project Status by Division Responsibility**

Progress and Assignment By Division							
Status	Overall	OOD	P&P	DORS	DAI	DHS	Parole Board
Complete	16	0	0	3	7	5	1
In-Progress	11	2	0	1	1	7	0
Charter	0	0	0	0	0	0	0
Planning	0	0	0	0	0	0	0
Total Initiatives	27	2	0	4	8	12	1

DAI, DHS and DORS have completed seven (7), five (5) and three (3) of their assigned initiatives, respectively.

## Implications & Recommendations

The initiatives in the completed phase increased by 34% from last month's total. All FY2021 initiatives are chartered and moving towards implementation. The initiatives that were not completed as scheduled in FY2021 will be assigned to future placemats.



## Appendix I: FY2021 Initiative Highlights as of June 30, 2021

### 11.101 - Staffing Pattern & Shift Analysis

Off track – with plan to rectify

- The contract expires on 06/30/2021.
- They have completed the analysis.
- This will move to FY2022 for Implementation

### 11.110 - Offender Mail/11.111 - Offender Censorship

Off track - with plan to rectify

- This has been moved to monitoring.

### 22.202 - Improve Safety at Regional Offices/Training Centers and Central Office

- Complete – Pending site visit from the Quality Assurance Team.

### 11.207 - Identification & Tracking of Security Threat Groups

- The procedure is complete, and it goes into effect on July 1<sup>st</sup>, 2021.
- An implementation team was established and met to develop a roll out plan to coincide with the new policy.

### 11.211 - Offender Suicide Prevention

- The recommendation phase is complete, and the final report was approved by the Executive Team on June 21, 2021.
- An implementation team is being formed to proceed with approved recommendations and conduct further study

### 11.212 - Transition to Electronic Files to Support Remote Work

On track

- The final report is complete and will be presented to Executive Team for review

### 11.213 - Institutional COVID-19 Testing for Safe Reopening

- Complete – Monitoring is in progress.

### 11.214 - DOC Wide COVID Vaccine

- 30 vaccine clinics were held for staff. All facilities had a staff vaccine clinic.
- From this point on, a vaccine clinic will only be held if 10 or more people sign up at one site.



**Improving Lives for Safer Communities**

- To date, 11,934 offenders have been vaccinated.
- This initiative will move to monitoring.

## **11.215 - Perimeter Detection Fence**

On track

- The fencing is complete at all six (6) facilities as scheduled (ERDCC, SECC, SCCC, FRDC, JCCC and PCC).
- They will keep this initiative open to complete fencing upgrades at the remainder of DAI facilities in FY2022.

## **21.103 - Identification of Core CO-I Competencies**

- The recommendation phase is complete.

## **21.206 - Implement On-Boarding for Frontline Staff (Phase II)**

Off track - with plan to rectify

- This has been placed on hold pending potential changes with MO careers.

## **21.207 – Transformation Training Academy**

- The recommendation phase is complete. The Executive Team approved the final report. This is in implementation.

## **21.208 – The Corrections Way for Frontline Staff**

- This is in monitoring.

## **21.210- Expand COI and Cook Recruitment Efforts**

On-track

- They have completed the move of the Recruitment Unit from DAI to DHS.
- The team has started the work and will produce a weekly update for stakeholders to track their progress. Moved to FY2022.

## **21.405 - Create Employee Wellness Program**

- The wellness program has been created. For FY2022 they will focus on enriching the program and increased promotion for staff awareness.

## **21.406 - Trauma Support for Staff**

On track

- They have formed a planning committee and secured funding to implement a Post Critical Incident Seminar in spring 2022.
- This will continue into FY2022.



## 22.106 - Complete Leadership by Design for DAI

Off track - with plan to rectify

- Leadership by Design for the administrative teams is complete with the exception of OCC, TCSTL, and CTCC. They reschedule for these later.
- They will present leadership by Design to Captains, Lieutenants, and Functional Unit Managers (FUM) in the coming months.

## 22.107 - Develop Equity, Diversity & Inclusion (EDI) Policy

Off track - with plan to rectify

- With the assistance of St. Louis University, this team has completed nine (9) focus groups with an average of five (5) participants in each. Ten percent (10%) of the participant were custody employees.
- Next, they will compile and analyze the data by end of July.
- Moved to FY2022

## 22.203 - Re-purpose Citizen's Advisory Committees

- On 01/07/2021, the Governor terminated Executive Order 03-11 governing the Citizen's Advisory Committee. This is done and will show complete on the initiative dashboard.

## 22.303 - Trauma Informed Culture

On track

- This team is in the process of assigning tasks and developing a timeline for completion.
- Moved to FY2022.

## 31.114- Programming to Conform to Evidence Based Practice

- The recommendation phase is complete. The final recommendations were approved by the Executive Team on June 14, 2021. This will move to implementation in FY2022.

## 31.115 - Mental Health and Substance Use Treatment Standards

- This team's final report is complete and has been submitted for review. The planning phase is complete.
- They are scheduled to present their recommendations to the Executive Team for approval on July 26, 2021.

## 31.207 - Community Peer Specialist

On track

- This team has completed their recommendation report and has submitted it for review.



## 31.209 - Program Model for Court Referred Short-Term Offenders.

Off track – with plan to rectify

- They have completed close to 50% of their tasks.
- This initiative will move to FY2022.

## 31.305 - Quality Control, Quality Assurance, Support for Correctional Programming

On track

- They have completed their milestone tasks assignment and set timeframes.
- This initiative will move to FY2022.

## 31.401 - Re-Create Release Guidelines

- Recommendation phase complete – moved to implementation.



## Appendix I: FY2022 Initiatives (July 1, 2021 – June 30, 2022)

### Safer work environment

#### STAFF FOCUS

- Complete Missouri Corrections Integrated System Phase I
- Equip all institutional staff with radio communication device
- Implement automated time keeping in Division of Adult Institutions
- Implement staffing pattern & shift analysis recommendations
- Develop MOCIS Enhancement Prioritization

#### WORKSITE FOCUS

- Review and update external classification system for prison security
- Review and update internal classification system for prison safety
- Upgrade institutional perimeters
- Transition to electronic files to support distributive teams.

#### ENHANCED TRAINING EFFORTS

- Implement a learning management system for staff training

### Improving workforce

#### STAFF FOCUS

- Financial training for all staff with purchasing authority
- Establish the Crossroads Correctional Training Academy
- Begin onboarding for supervisory staff
- Enrich and promote employee wellness program
- Incorporate trauma support for staff
- Expand COI and Cook recruitment efforts
- Offer “The Corrections Way” training to frontline staff
- Transform the Department Training and Staff Development Academy
- Incorporate Succession Development strategy

#### CORRECTIONS BRAND FOCUS

- Redevelop the intranet
- Develop equity, diversity and inclusion strategy (EDI)

#### EFFICIENT OPERATIONS

- Adopt a trauma informed culture



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## Reducing Risk & Recidivism

### PRISON RELEASE FOCUS

- Expand Ashland University education program
- Implement institutional programming and activities to conform with Evidence Based Practice
- Deploy integrated mental health and substance use treatment philosophy and standards across Department

### COMMUNITY SUPERVISION FOCUS

- Repurpose Kansas City Reentry Center
- Design program model for court referred short-term offenders.

### EVIDENCE BASED DECISION MAKING

- Fortify quality control and quality assurance support for correctional programming



# Strategic Initiative Dashboard

FY2021 Initiatives

Values in circles indicate %  
of milestone complete

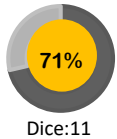
On-Track  
Off Track with plan  
Off Track – with no plan



Safer Work Environment

## Safe Worksites

Staffing Pattern &  
Shift Analysis



Dice:11

Offender Censorship



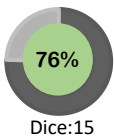
Dice:8

Identification &  
Tracking of Security  
Threat Groups



Dice:13

Transition to  
Electronic Files to  
Support Work-From-  
Home



Dice:15

Institutional COVID-  
19 Testing for Safe  
Reopening



Dice:7

Offender Mail



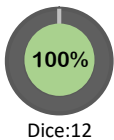
Dice:8

Improve Safety at  
Regional  
Offices/Training  
Centers and Central  
Office



Dice:10

Offender Suicide  
Prevention



Dice:12

DOC Wide COVID  
Vaccine



Dice:12

Perimeter Detection  
Fence at 6 facilities



Dice:9

Improving Workforce

## Hire, Develop, Retain Quality Staff / Health & Wellness

## Develop Corrections Brand

Identification of Core  
CO-I Competencies



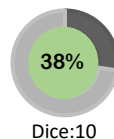
Dice: 8

Corrections Way  
Training to Frontline  
Staff



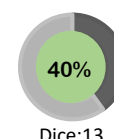
Dice:12

Trauma Support  
for Staff



Dice:10

Complete  
Leadership by  
Design for DAI



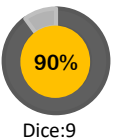
Dice:13

Repurpose the  
Citizen's Advisory  
Committee (CAC)



Dice:24

Implement Frontline  
Onboarding



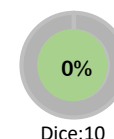
Dice:9

Create Employee  
Wellness Program



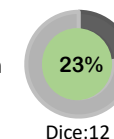
Dice:12

Expand COI & Cook  
Recruitment  
Efforts



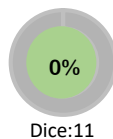
Dice:10

Develop Equity,  
Diversity & Inclusion  
(EDI) Policy



Dice:12

Adopt Trauma  
Informed Culture at  
Female Institutions



Dice:11

Reducing Risk & Recidivism

## Prep for Release

## Parole Board

Institutional  
Programming and  
Activities Conform  
with Evidence Based  
Practice



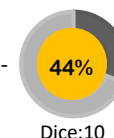
Dice:8

Develop Integrated  
Mental Health and  
Substance use  
Treatment  
Philosophy and  
Standard



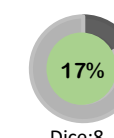
Dice:8

Program Model for  
Court Referred Short-  
Term Offenders



Dice:10

Quality Control and  
Quality Assurance  
Support for  
Correctional  
Programming



Dice:8

Re-Create Release  
Guidelines



Dice:10

Community Peer  
Specialist



Dice:12

Dice scores last calculated April 2021

\*\*Scores are defined as follows:

- 7 to 13 win zone (Highly likely to succeed)

- 14 to 17 worry zone (Risky, needs immediate attention to weaken risk)

- 18+ woe zone (highly likely to fail, need decisive action to salvage)